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Approved For Release 2001/08/30 : CIA-RDP61-00423A000100020003-6

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C O P Y

DD/P 1-3691

6 December 1954

MEMORANDUM FOR: Director, Central Intelligence

SUBJECT : Manpower Survey, Clandestine Services

REFERENCE : (a) Far Eastern Division Manpower Report, ✓  
18 August 1954  
(b) Eastern Europe Division Manpower Report, ✓  
September 1954  
(c) Western Europe Division Manpower Report, ✓  
9 November 1954  
(d) Near East and Africa Division Manpower  
Report, 6 December 1954

## I. INTRODUCTION

1. With the conclusion of the Manpower Report for the Near East and Africa Division, the I&R Staff has completed detailed analyses of four (4) major Divisions of the Clandestine Services representing in excess of [REDACTED] of the total Clandestine Services staff employees.

## II. SUMMARY OF FINDINGS

2. As a result of the referenced surveys, the following major findings are delineated:

a. There is little change in pattern as between Divisions, merely differences in degree.

b. Many of the undesirable administrative practices encountered are due not to a desire to circumvent proper control, but are motivated by a necessity to surmount needless and often conflicting difficulties imposed by regulations and/or by lack of regulations.

c. It is exceedingly difficult to process the administrative requirements inherent in obtaining changes in a T/O.

d. The length of time necessary to process a change in a T/O and obtain necessary approvals is inordinately excessive.

JOB NO. \_\_\_\_\_ BOX NO. \_\_\_\_\_ FLD NO. \_\_\_\_\_ DOC. NO. 3 NO CHANGE  
IN CLASS/ /DECLASS/ /CLASS CHANGED TO- TS S /RET. JUST. 22  
NEXT REV DATE 10 /REV DATE 29 /REVIEWER 025614 /TYPE DOC. 02  
NO. PGS 3 /CREATION DATE \_\_\_\_\_ /ORG COMP 07 /OPL 2 /ORG CLASS S  
REV CLASS C /REV COORD. \_\_\_\_\_ AUTH: HR 70-3 40

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e. Because the official AD/P personnel reports to the Director are based only upon completed formal personnel actions, which many times lag behind physical change in employee status or location by many months, these reports do not accurately reflect the quantitative aspects of personnel in the Clandestine Services; and these reports are not current as to assignments and locations of Clandestine Services personnel.

f. Because of the necessarily extremely slow and cumbersome administrative aspects of a T/O system, it appears doubtful whether such a system is properly applicable to a Clandestine Services organization which requires flexibility and speed in assignment and reassignment of personnel.

g. The problems of personnel rotation as between field and Headquarters have not been properly studied and numerous problems inherent in such a rotation system must be resolved. Two (2) major problems encountered being:

(1) How to rotate personnel equitably within a component in which field personnel outnumber Headquarters personnel to a substantial degree; and

(2) How to resolve the need for prompt placement of returnees, which means forward planning before the return of the employees, with the (natural) insistence of operating components to see and talk to an individual before accepting him for placement.

### III. RECOMMENDATIONS

3. As a result of the four (4) referenced Clandestine Services Manpower Surveys, the following recommendations are submitted:

a. That, in view of the repetitive pattern encountered in the thousands of cases already studied, permission be granted to I&R to discontinue further review of additional Clandestine Services units; and


b. That, in view of the questionable value, if not even detrimental operational aspects of the T/O system

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as presently applied to the Clandestine Services, the Management Staff, DD/A, be requested to present for the Director's consideration a completed staff study incorporating its views and recommendations for more practicable alternatives to the present system.

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Chief, Inspection and Review

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CONCURRENCES:

/s/   
C/OP/DDP 6 Dec 1954

/s/ L. B. Kirkpatrick  
Inspector General 6 Dec 54

APPROVED:

/s/ Allen W. Dulles  
DCI  
6 Dec 54

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